Hello and welcome to the "State of 911" webinar
series, hosted by the National 911 Program.

My name is Sherri, and I will be
the moderator for today's session.

This webinar series is designed
to provide useful information

for the 911 stakeholder community about Federal
and State participation in the planning,

design, and implementation of
Next Generation 911 or NG911

systems. It includes real experiences from leaders
utilizing these processes throughout the country.

Today's session will cover the
impacts of incident-related imagery

in emergency communications centers or ECCs

and provide an overview of the latest
chapter of the Next Generation 911

(NG911) Interstate Playbook on the successful
interconnection of civilian and military ECCs.

For closed captioning, hover at the bottom
of the Zoom screen for meeting controls,

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Feedback or questions

about the webinars can be sent to the
National911Team@MissionCriticalPartners.com

The National 911 Program would also like to
make you aware, the Documents & Tools section

to the 911.gov website has been updated with new
resources and improved access. 911 stakeholders

are encouraged to submit links and documents that
would be of use and interest to 911 colleagues,

including policy documents, plans,
and reports across several topics,

such as Governance, Management, Technical,
Operations, and Standards and Best Practices.

You may access the webpage under the 911
System Resources dropdown menu or scan

the QR code in the bottom right corner
of this slide. Content can be submitted

by clicking the online submission form on
the left side of the Docs & Tools page.

The National 911 Program would also
like to invite you to visit the 911

Telecommunicator Tree of Life and share the
name of a remarkable 911 telecommunicator

who has inspired you. Share
your story at 911TreeOfLife.org

to honor a special 911 telecommunicator who
is making a difference in your community.

Please note that all participants' phone
lines have been put in a "listen-only mode,"

and this webinar is being recorded.

To ask questions of our presenters,
feel free to take one of two actions:

Using Zoom's "QA" feature located on the bottom
of your screen in the meeting controls, enter your

question at any time during the presentation,
and it will be entered into the queue.

Hover your mouse over the bottom of the
page to access the meeting controls.

Or, to ask your question "live," use the "Raise Hand" feature to request

your phone line to be unmuted, and you will be called upon to ask your question.

Individuals registered for this webinar will receive access to today's PowerPoint presentation

and the webinar recording.

With that,

I will turn it over to Kate to introduce our first speakers — Joshua Black and Jeremy DeMar.

Thank you, Sherri.

Our first speaker, Joshua Black, is an Information Security Manager

with the Cybersecurity and Infrastructure Security Agency (CISA). Mr. Black manages

CISA's efforts to support Next Generation 911 (NG911) activities on the Federal, State, Local,

Tribal and Territorial levels to ensure the Nation's public safety personnel can transition

to evolving 911 technologies. Prior to joining CISA, Mr. Black retired after serving 20 years

in the United States Coast Guard (USCG) as an Operations System Specialist, Chief Warrant

Officer, Telecommunications Specialist, and Type 1 Communications Unit Leader (COML),

focusing on contingency communications, COML assignments, and cryptographic management.

Also joining us is Jeremy DeMar, the subject matter expert

for the SAFECOM and National Council of Statewide Interoperability Coordinators

(NCSWIC) Next Generation 911 Working Group, who Josh will introduce. Thank you both.

Great. Thank you, Kate, and thank you to everybody
that took the time out of your day to join us.

I'd like to give you a little bit of background
on the SAFECOM and NCSWIC, Next Generation

911 working group and some of the other task
forces that participate in those activities.

The Cybersecurity and Infrastructure
Security Agency, or CISA,

provides support for a
number of stakeholder groups.

SAFECOM, it was formed after the terrorist
attacks of September 11, 2001. And that was

part of a presidential e-government initiative
to improve public safety interoperability.

Further allowing emergency responders
to communicate effectively before,

during, and after emergencies and disasters.

SAFECOM includes more than 70 representatives from
state, local, and travel emergency responders,

major intergovernmental and national
public safety organizations.

We also have several elected or appointed
officials that participate in those activities.

NCSWIC is also another group.
This group includes statewide

interoperability coordinators from
the 56 states and territories.

And lastly, we have the Emergency Communications
Preparedness Center or the ECPC. This is a federal

interagency focal point for interoperable
and operable communications coordination.

It's comprised of 14 federal
departments and agencies.

So, within SAFECOM, NCSWIC, and
the ECPC, are various committees,

working groups and task forces, as I said earlier.
I'm the federal lead for the SAFECOM and NCSWIC

NG911 Working Group, which really focuses on
issues related to 911 and Next Generation 911.

Within those groups, we have a diverse
membership of public safety organizations,

911 center administrators, trade associations,
academic experts, and industry organizations.

The Next Generation 911 working
group also develops written products

and tools to support stakeholder efforts
to fund, assess readiness, and complete the

transition to Next Generation 911, so many
good things happening within our groups.

One of the areas the working group has
been exploring is the Next Generation 911

and how 911 centers can prepare for
receiving multimedia in their centers.

So, I'd like to turn over to Jeremy to talk
a little bit more about Next Generation 911,

and the impacts of incident-related
imagery and those 911 centers,

and really ways that 911 centers
can prepare for receiving this data.

Thank you again for your interest in
this very important topic, Jeremy.

Thank you, Josh and good morning/good afternoon,
everybody. I understand both of the presentations

today are time-limited, so I'm going to try to
compress 18 months of graduate-level research

into a 20-minute presentation here for

you to allow for some Q&A afterwards.

I want to talk a little bit about kind of
how we arrived at this point to talking about

incident-related imagery specifically. This
was the result of 18 months of graduate-level

research at the Naval Postgraduate School
Center for Homeland Defense and Security,

which is a Federally funded DHS-funded program,

which, much like SAFECOM was formed, after 9-11
so happy to chat with any of you after the fact.

If you'd like to learn more about the program.
The master's program and other programs there,

very happy to chat with you at some point if
you'd like to talk to you offline about that,

but an excellent program and I highly recommend.

There's two things I want to talk about
today for the purposes of this discussion,

and I have about 20 minutes to do so. So, what
we're really going to be talking about is what

the research suggests what, what, what we kind
of went through, how we kind of power through it.

But what we ultimately ended up
determining after conducting the research,

and then the more importantly how we're going
to apply the research both operationally and

administratively because obviously much, much
like many of you, I'm sure you've had any

sessions and you've heard a lot of great
things about where we are, but I want to

talk a little bit more about you know where we
can go and how we can look to improve on this.

So, we have a few slides here that
aren't necessarily tiered directly to

what I'm going to be talking about, but
but this first slide here kind of talks

about the evolution of technology. Keep in
mind, of course, the Next Generation 911,

really on a large scale, largely started being
talked about or discussed in, in around the year

2000, so for well over 20 years now, we've been
going back and forth with this, and there's been,

there's been progress, but there's still
a considerable amount of work to be done.

And that's kind of what we're going
to talk about this morning, so the,

if you want to go to the next
slide, we can probably go to that.

Thank you. So, what is the ultimate impact
going to be? There were three general

research findings that came out of my research
into this topic. The first one was a lack of

urgency fueled a lack of preparedness.
We'll talk a little bit about that.

Compounding stress when you add the
incident-related imagery and incident-related

imagery for the purposes of today's discussion
is really going to be still images, prerecorded

video, and streaming media into the PSAP, and just
about any form that you can think of, whether it's

native to a social media application or coming in
from an individual's phone whatever it happens to

be. So anytime you hear IRI or incident-related
imagery, that's what we're talking about.

So, compounding stress as a result of that, and
finally challenges in recruitment and retention.

So let me dive right into this. I will let

you know that as I was trying to compress

some of this information, I
was actually going through

the thesis that I published.
The thesis is publicly available

both on the Naval Postgraduate School website
and on the Homeland Security Digital Library.

The title of the thesis that I
wrote is "Next Generation 9-1-1:

Policy Implications Of Incident Related Imagery
on the Public Safety Answering Point," and again,

it's open-source. You can go out on the net
and find it. If you're not able to find it

drop me an email, and I'm
happy to send you that file.

So again, I mentioned the idea was first
discussed; the idea of Next Gen 911 was

first discussed in around the year 2000. But one
of the reasons that we see this lack of urgency

is because one of the founding blocks
or foundational pieces that is required

for Next Generation 911 to operate correctly is
what's called an ESInet or Emergency Service IP

network, the ESInet itself, don't exist in most
states there are some states that have implemented

them and are doing quite well with that. Keep in
mind, my research now was published in 2017 so,

it's been a few years, but a lot of what I found
in the research is still quite relevant today.

There, there's an overall lack of understanding as
well about what Next Generation 911 is all about,

even at the high-end PSAP and ECC level.

This is another reason why we're seeing that

there's not a lot of implementations occurring,

or the industry itself for the profession
itself is slow to adopt these technologies.

As a result of this lack of understanding,
the findings suggest that ECC leadership and

stakeholders need to begin taking proactive steps
to begin educating themselves and others about

the benefits of Next Generation 911, and more
importantly, including their frontline personnel

and supervisors in those conversations.
We also talked about compounding stress.

911, as you know, is already a stressful
position. The research suggests that

high-level stress calls occur roughly 32% of
the time, and some of those calls would be child

injuries and or fatalities, suicidal persons,
responder involved incidents and fatalities.

So already situations that
are already highly stressful.

We know those stress levels are high, but the
research also suggests that the addition of

incident-related imagery, specifically
the visual component coming in from 911

callers' phones and other mediums, it's going to
exponentially increase those stress, possibly to

the point of creating irreparable psychological or
emotional damage. This is another reason why PSAP

and ECC leadership across the country have been
somewhat hesitant to implement these technologies.

The sad fact in situations like this is if we wait

for, you know, the technology to
catch up and become more mainstream,

and we're not the ones specifically driving

it from a leadership standpoint, then those

outside the industry will find other ways to
create that interest amongst the population and

a population will start to demand this before
we've had time to adequately prepare for it.

The last point, point three, is about
recruitment and retention, and I don't

mean to talk at all today about how challenging
recruitment and retention is in our centers.

But one of the things that the research
suggests is if recruiting and retention

of top-quality talent is to be expected, are
hiring and training practices are absolutely

going to have to be modified or changed at
the administrative and operational level.

This means that trainers will need to rework
the way in which they're conducting training,

and the way in which we're onboarding
personnel and bringing them in and

recruiting new talent are going
to have to be modified as well.

One study actually concluded that the increased
use of technology in the ECC was not being met

with an equally increasing compensation rate. And
we all know that while it's already challenging

to find money and numbers in our budget to be
able to support operations on a daily basis.

As the technology improves and the
demands on our personnel increase,

we can also expect that these
folks were bringing in at a higher

educational level or ability level are going
to expect to be compensated at a higher level

in order to stay in that area, but as a result,
of where we're at from a compensation standpoint,

team members are leading public sector
positions in large numbers, and I don't have to

tell anybody about you know the great resignation
we've heard about this, this year and last year.

You know there's, there's so many folks
in the public sector that are abandoning

these positions for higher-paying lower
stress level private sector positions,

and obviously, there's plenty of those
positions available right now, so this is a

this is absolutely a big challenge for
us, and one that with the work-life

balance being so important now is going
to continue to present that challenges.

If you are a civil service agency and,
in some cases, even if you're not lengthy

hiring processes. The research suggests that
lengthy hiring processes are also inhibiting

our ability to bring people into our centers. So,
until we're able to streamline those processes a

little bit, I know there's some centers out there
that it's, you know, nine months to a year before

somebody has actually completed the exam gone
through the process and been onboarded, we really

have to shorten those up in order to attract
candidates and obviously keep them after the fact.

Again, our positions are still generally
entry-level, meaning many are entering the ECC as

a first-time position in many cases or with little
to no experience whatsoever, so you can imagine

you know, I know I started out probably like many
of you did in a fast food restaurant as a kid,

I certainly didn't walk into a 911 center is
my first job and my first exposure to a job so

when you see that shift and how things are working
these days and who's coming into our centers.

It's absolutely critical that we adapt to this new

style of learning and these in the way
that these folks are coming in and just

the way the technology is working.
We have to be able to adapt to that.

The Research also suggests that a more
formalized training process for personnel

will be necessary as incident-related
imagery starts coming into the center.

So, what are some of the actions we can start
to take now to try to kind of help move things

along and improve our situation? We need to
create that sense of urgency not just among

911 leadership and stakeholders but also on
our public safety, colleagues, peers and our

elected officials. As I mentioned earlier, a
big part of what the research suggests is that

there's just an overall lack of knowledge and
understanding about what Next Generation 911 is

and what benefits it brings to the PSAP and ECC,
so we need to do our best to try to educate those

in our particular centers, and also our elected
officials, and public safety colleagues.

We want to explain the technology to them
as well. We want them to understand that

legacy infrastructure that is in place
in in most of the country right now that

many private sector vendors are trying
to go out and educate and inform

to try to improve those things, those legacy
technologies, and that aging infrastructure

is not going to support the needs of a newer
and more advanced communications technology.

So, we absolutely have to get out there, not
only and educate ourselves, but make sure that

the folks that hold the purse strings in many
cases, or approve our budgets, are understanding

of why we need to start taking some of these
things into consideration as we move ahead.

ECC administrative personnel need to begin
discussing infrastructure costs. You can't wait;

we cannot wait until the last minute to start
going over what the needs are going to be

both financially and logistically for our
centers until the last minute to do this

so you know one of the ways that we did it
in the center that I worked for previously

was we actually created a line item in our budget
where every year we would, we would drop a certain

amount of money into this budget, so we start
to build that up. So that's just one way that,

that you can start to kind of look at that even
if you haven't given any specific thought to

how you're going to implement or what your
strategy is going to be. Start, you know,

putting that money away now so that you're
ready or better prepared when the time comes.

Collaborating with neighboring
jurisdictions county, states,

and, you know, other municipalities, as it
pertains to deploying an ESInet if you don't

already have an Emergency Services IP network

deployed. That's going to be a fundamental

aspect of deployment. You want to make sure and
go through that you've got those relationships.

Many of us have relationships. But have we
really talked with our neighbors about the

benefits of Next-Gen 911 and the importance
of having these deployed ESInets? So that's

one of the things we want to talk about.
Start sharing expectations associated with

incident-related imagery with your trainers
and your frontline supervisors today.

You know, start sending them white
papers. There's a lot of information

out there about incident-related imagery
and how it's going to impact the center.

There's a lot of different opinions and studies
that are out there about that. But don't again,

don't wait until the last minute to start talking

to your folks about what the impact
of these technologies is going to be.

Resilience building is also going
to be a big part of our success

in the nation's 911 centers when it comes
to rolling out Next Gen 911 and receiving

incident-related imagery, but frontline personnel
need to be included from the very beginning.

There is one program that actually I discovered
during my research, if you're familiar with the

National Center for Missing and Exploited Children
or NCMEC. They have a program called Safeguard, at

least they did at the time of my research, which
right now is specifically for law enforcement,

and it prepares law enforcement officials for

dealing with situations like child exploitation

and other objectionable and graphic situations.
But maybe partnering with organizations like NCMEC

or even your law enforcement partners to find
out how they're preparing, you know, homicide

investigators and technicians and so on, so forth
for dealing with traumatic imagery and scenes.

That's a lot of the same training that we're
going to need to have at the PSAP and ECC levels

to properly prepare and equip our personnel.
Proactive monitoring of personnel when

incident-related imagery is first introduced
into the center is going to be essential.

You're going to need to provide additional
training to your supervisors and even frontline

personnel so that there's a certain
level of awareness and recognition.

When somebody a colleague or
coworker isn't handling something,

you know, as well as they probably
could or somebody notices something,

so you're going to want to make sure that
you've got outlets available for those people,

and that somebody there to answer
questions and provide needed support.

If you have a peer support group of any type,

enhanced training for dealing with graphic
or objectionable material is also going to

be critical. So start working with your
supervisors and your peer support teams.

Now, if you don't have a peer support team, maybe
a good idea to start one or look into doing that,

but the best thing that we can do in this

particular situation and start to prepare earlier,

but resiliency begins with that hiring process,

your employment announcements should
automatically be speaking to the possible need

for viewing graphic and objectionable material
if you look through a job announcement now,

they will go on and say a lot of different things
about the job you know obviously having to talk

and talk and listen and do all these things at
the same time, but do they really dig into the,

the, you know, the down and dirty about
what our folks do on a daily basis.

This is where making sure that we are completely
transparent with prospective candidates for the

positions that they could potentially have to
view this, and as we go forward in time, it's

going to become more and more readily apparent
more accessible that these things are necessary.

Psych evaluations if they are part of your
onboarding process, including some discussion

in the psych evaluation about the need to
view this material or potentially view it.

Maybe even have some images to show, so that
these folks can see some of the things again

I know a lot of these probably you're shaking
your head going no way I'm going to do this, but

these are the things that we need to
start doing to properly prepare people.

As I start to wrap up here and
hopefully, I'm doing all right on time.

For existing personnel, you want to make sure that
you're being open with your team members about

what's coming. And this was a big thing for me

when I, you know, both as an executive director,

and my most recent position and prior to that,
I was always trying to make sure that I was

relaying information to my frontline personnel,
and they knew that what we were working on.

In fact, one of the last actions that I
had or most recent actions I had before

I left this, my most recent
position was we actually formed an

incident-related imagery workgroup, where we just
sat around, kind of round table, that and talked

about what the potential impacts could be what
we could expect to see so on and so forth. So,

what are you doing when you do that? You're
accomplishing buy in your bringing your folks

into the process, and you're not implementing
this, this crazy new technology that so many

folks are worried about how it's going to
work out and, and you're not doing it blindly.

So, bring your people in early include them in
these processes. It's going to create buying for

you, and ultimately, we're going to see these
technologies coming in, and we really, it's,

it's on us as leaders in this space to
make sure that we're preparing our centers,

our personnel, our elected officials
in our public safety partners

for what the impact of these
technologies are going to be.

So I think, in looking at this last slide
here. I think and Josh, you can kind of weigh

in here as well. I think I've hit on just about
everything. I wanted to try to get everything in.

Again the, the results of the
thesis, the thesis itself,

is available online. So I
would encourage you to go out

and, and look for that and read it. This also
builds on the incident-related imagery, a white

paper that we put together through SAFECOM/NCSWIC,
which is also open-source and available online.

But I am happy to answer any questions anybody
has at this point if you have any, or we can talk

offline if you want to do that as well, but I do
thank you all for the time today to the National

911 group, and of course, to SAFECOM for allowing
me to speak about the topic. Thanks, everybody.

Great. Thank you, Jeremy.

All right, go ahead, Josh.

No back. Back to you, Sherri.
Thank you for the time today.

Sure.

I want to thank both, both of our speakers,
both Joshua Black and Jeremy DeMar.

And I'm leaving this up here just for a minute
because I did see in the chat that we had

several questions about where to
find the link for this document.

As a reminder, the slide deck along with the
recording will be made available on 911.gov.

And here on this slide, we have
contact information if you have any

questions that you want to follow up with
after the webinar for either of our presenters.

So with that, we will now start the Q&A
portion of our session. And as a reminder,

if you have a question, you can
either ask it through the Q&A feature,

or you can raise your hand,
and you will be called upon.

And I do know, one of the questions that had
come in for both of you was about the link. And,

that was the, the link to your document.
Correct Jeremy, that was in that slide earlier.

Well, there's the; I think the link that
was in the slide was the link to the actual

Next Generation 911 Incident-Related Imagery

document that we put together through the
911 working group so that link is there.

If folks are looking for a link to my, my thesis,

they can probably find that pretty easily
online just by searching out that thesis topic

or they can reach out to me directly, and
I'm happy to provide that file to them.

Okay, thank you.

So the next question we have asks,
"Are there established, peer groups?

And is there support available to help
organize and moderate peer groups?"

So the very first center I worked for up in
upstate New York, we did have an established

peer support group there. I don't believe at
the time that we were specifically working on

what the impact of incident-related imagery was
going to be and how we were going to address that

with our personnel, but we did have a peer
support group in place that did receive training.

Now that was, I'm pushing five-six years ago now.

But I don't know that there's necessarily a
specific narrative or push out there to bring

these peer support groups into centers
throughout the country. Most often,

I have found that leadership at the local level
are the ones that are instituting these practices,

but I am happy to put anybody that is interested
in forming these groups in their ECCs is in touch

with folks that have successfully deployed these
teams, either internally or working on it as well.

I would love to hear back from those
of you that have peer support groups

that are interested in doing something more
on the incident-related imagery front—maybe

working together for something on that
to try to build that out a little bit. I

absolutely would be interested
in hearing about that.

There are other professional
organizations out there that also

specifically work on peer support. And
if you're not able to find them online,

I'm happy to share contact information
for those organizations with you as well.

Perfect. Thank you.

I, I certainly appreciate all of
the information that you provided

and that you were so willing to share
information with all of our attendees.

So with that, I would now like to ask Kate if
she would introduce our next panel of speakers.

First, I do want to say thank you to the first
two speakers, I really appreciate the emphasis

on taking care of our workforce, and I know
that we'll have some collaborations in the

future with the National 911 Program
and others in that space as well.

So, the state and 911 administrators
that have worked together to connect

two or more Next Gen 911 systems have
shared their experiences, lessons learned,

and best practices in a series called the
Next Generation 911 Interstate Playbook.

The panel of speakers joining us today, Adam
Wasserman, Andy Leneweaver, are going to

share their successes and lessons of the
Pierce County and Joint Base Lewis-McChord

and Washington State 911 Program,
detailed in Chapter 5 of the Playbook.

I'm going to turn it over now to Jackie mines
with Mission Critical Partners, who's the

project manager responsible for helping to pull
together all the information in the Playbook,

so she can further introduce all of our speakers.

Thank you, Kate. And good afternoon, everyone.

First of all, I've had the
pleasure of working with Adam,

Andy, Jeff Rodman, along
with Nancy Pollock to capture

the Washington, you know everybody on this
call, there there are in the on this panel,

their experiences and their repeatable methods and
tools that they utilized on their project to join

the military PSAPs in the State of Washington
with the Washington Next Generation 911 System.

So with that, I'm going to ask, Adam and
Andy, Jeff, couldn't be with us today,

but I'm going to ask Adam and, and Andy to
introduce yourselves give some background,

and help us understand what your role and
responsibility is in the state of Washington.

Okay, thank you very much, Jackie.

So, I am Adam Wasserman. I am the Washington
State 911 Coordinator. And like many states,

the actual operation of 911 is
the responsibility of the county.

And really from the state office, we provide,
well, the ESInet and support financially and

technically to the counties, as well as with
procedures and standards and things like that.

And then Andy, go ahead and reduce yourself.

Yes, I'm Andy Leneweaver, and I'm the Deputy
State 911 Coordinator. My primary focus is

enterprise systems or the ESInet and tying all the
PSAPs together to form a single statewide system.

All right, thank you, guys. Sherri, can
you move forward to the next slide, please.

So just to give everybody a little bit of
background events, such as the 2009 incident

at Fort Hood, Texas, and the 2015 Armed Services
Recruiting Center in Chattanooga, Tennessee,

prompted the DOD to review their policy
and commission several reports that

illustrated the need for greater systems
interoperability between military and civilian

911 communication centers and operations. The
quote that you see on this slide comes from

protecting the forest lessons from Fort Hood, but

I also listed there, is one of the other reports,

and I strongly encourage you to take
a look at those uh when you have time.

But let me turn it over to Adam. Why did you
at the State and Pierce County desire to pursue

this initiative, to begin with, because
I think you were a little head of, head

of the curve on this one and ahead of
some of these reports, as I recall?

So you know, having just retired from the
military back in 2016, I obviously had a

natural interest in how the military the civilian
side of 911 linked up as I moved into this job—and

just seeing how it worked
and how the interaction was.

And as I looked at, you know, Washington
State, you know we have a strong relationship

with our military partners and a strong
military presence throughout the State.

But we also have some very diverse
relationships with the different bases

and even the different services.
So as Andy and I looked at that,

and we noticed that in some cases, there
are some really great relationships.

A great example is Joint Base Lewis—McChord.
Where the county and the base of share,

they share some equipment, the county helps
support the the the base with some funding,

and actually, we have a situation
with Joint Base Lewis—McChord where

parts of I—5 that run right through
<inaudible> are actually covered by JBLMs 911.

So for those of you who remember about back in
2018, I believe we had a train derailment of

an Amtrak train that went right onto I-5.
Those calls all went initially to JBLM,

and then out to the first responder, so we
already had that great relationship with them,

so as we looked and saw, you know, concerns that
other the military was having in other states, we

said hey you know we have a good example and some
good you know good model here to, to set forth.

And then we look at some of the others, our
relationship with the Navy Region Northwest. It's

a little bit different. It's a great relationship
but different than the one we have with JBLM.

And then we have Fairchild Air Force Base,
a very small air force base out in Spokane,

where the relationship was even different.
So we saw that hey, you know what

different bases different commands they all
are different and we have almost kind of all

of the examples here and wants to say so why
don't we step forward and kind of explain how

we run things, how we think, you know, some good
examples and good best practices and move forward.

Andy, do you want to add anything to that?

Well, yes.

This relationship is expanding even more
recently the National Guard, the active Army,

the Marine Corps, and the Army Reserve all over at
the Yakima Training Center in Central Washington.

We're doing some facility upgrades
and telephone upgrades, and previously

any 911 call from that facility

went to the host county 911 center.

And so now, because the National Guard
was wondering where to point their calls,

and they were getting mixed messages. We
engaged with Joint Base Lewis-McChord,

the emergency manager at Yakima
Training Center and Yakima County.

And now the discussion is going on to make
it more efficient. Maybe the calls need

to go to the Joint Base Lewis-McChord PSAP for
dispatch, so the communications continues today.

We're trying to integrate Navy
Region Northwest more fully into the,

into our sign it because they already have
their own si net. And we've just established

a stronger relationship between the host county
of Fairchild Air Force Base out in Spokane.

So it's very important that these relationships
be established, not only for the technical

conductivity to make us, in our case,
a single statewide 911 system, but also

for those mutual aid events like Adam has, has
mentioned, and they all the military bases have

certain areas that they co, co monitor and co
respond to with their civilian counterparts.

So, gentlemen, some of your counterparts in other
parts of the country have run into a, maybe a

little bit of resistance from the military. Could
you describe if there were any initial concerns

in your, you know, kicking off this
project with, with the military basis?

There weren't, especially with JBLM, because we
already had that existing relationship between

JBLM and Pierce County; we weren't concerned
there. Our relationship with the Navy, we weren't

concerned. Out in Fairchild, just because it's
kind of an isolated base, um the communications

between the base and the county weren't as
free-flowing as we'd like them to be, and so we

actually made a point, and Andy and I traveled out
there to kind of sit down with both the county and

the base to say hey you know, you guys right each
other's back yard, do you need to open up this

relationship, and so that was kind of a, a bit
of an obstacle at first, but we quickly overcame.

And that highlights the key here is the
communication between the civilian authorities

and the military authorities were both
trying to accomplish the same thing,

and so we have to find those ways to get past
any of the obstacles, speed bumps, or roadblocks.

Sherri, next slide, please.

So listed on the next slide are really
the project objectives of Chapter 5,

right. We wanted to have some actionable examples,
share best practices, provide a set of tools.

Can you tell us a little bit
about the outcomes of this project

overall that you were hoping to achieve and,
and do you feel that you know you touched on

this a little bit earlier but any unexpected
results that you weren't expected expecting but

pleasantly surprised or maybe even some roadblocks
you ran into that you weren't anticipating?

Okay. It all started initially; one
thing we want to make sure with this,

you know, this chapter of the book.

We wanted it to be like this isn't our first
objective actionable. You know, so many times

you hear stories from different areas, and it
just you're like it just doesn't relate. So

we really want to make it relate so that
the other states could pick this up and go,

oh you know what, our relationship with base x
is just like Washington's relationship with JBLM.

And, you know, and what are they doing to help
improve that? And you know their relationship

with the Navy in this area, and just like our
relationship with them. And we want them to be

able to see themselves, so they can pick up and
of course, you know initiate any best practice

in you know just general overall tools that can,
you know, help the whole thing and I know Andy was

really instrumental in developing some of the
tools. So maybe you can speak on those, Andy.

To the, the key here again
is the relationship building.

The county and the military installation have
to be one in what they're trying to accomplish.

We're spoiled, I guess, because Joint
Base Lewis-McChord and Pierce County

have had, and continue to have a very close
relationship, not only from the response

perspective but how do they operate, how do they,
how do they handle the calls, which, which calls

go to them which calls go to the county in the
border areas, etc. And so, the tools really

were easy to come up with, you know, have the
conversation is the primary tool in the toolbox.

Now, we actually have through this process we've
actually developed a much deeper relationship,

not only with JBLM, the Navy, and Fairchild
Air Force Base but also with DOD as as a whole.

They've been thinking about it obviously
since at least 2010, but through this process,

they've actually been able to put their processes
and plans into high gear, and so we're now able,

through this chapter in the Playbook and the
DOD involvement in it and their processes we're

actually attacking this from two directions from
the civilian side to the military and then from

the Department of Defense down to
their services and installations.

And so, this playbook is being
used by both sides of that equation

to, to get this problem taken care of.

And then I'll add one more thing on there
and let Andy expound on it is one of the

things we also realized. When you're
dealing with a base, a military base,

you know obviously the, the command of the
base is important to have a relationship with.

But there were those steady-state, those, that
continuity people who are there on the base all

the time, not uniform, who are not transferring
out every two to three years and really are the

continuity of the base. And those are the key
ones to get to if there is someone on that base

who has the authority for 911. And so
we found that on JBLM, and that was key.

But also the technology side of, you know, getting
a connection to the ESInet on the JBLM getting it

on there was, was great but then it is, but as
Andy found out there were commands that control.

Once we got on the base, getting that connection
from the base to the actual JBLM PSAP, Andy.

Yeah, it's one thing to have our civilian
communications infrastructure provider get on

the base. They're all on every base in the nation.
The local phone company was there. Now the local

internet providers are providing backhaul, and
there's usually a, a central point of connection.

But moving from that central
point of connection which

is never anywhere near the PSAP where the final
point of interconnection is supposed to be,

requires navigating the various commands
and infrastructure owners on the base.

And as Adam mentioned, finding that one touchpoint
that that one person who, who is our central point

of contact facilitated that. These guys managed
to use their friend networks to shorten the time

necessary, the bureaucratic time necessary, to
make the final interconnections across the base.

We also had to leverage this because, as you might
imagine military is very sensitive about security,

and their physical security,
their network security.

And so, along with this becomes
a certain amount of education,

making sure that they understand that while an
ESInet, in the name it's an IP network, so it's

while it's an IP network, it's not interfacing
directly with any the military networks,

and so we keep that physical separation, and we
had to work through that technical piece too,

to ensure that those separations
were kept that builds the trust

between us and them, from the
security perspective as well.

We're not, we're not bumping into their military
networks and their secret networks and all that

other stuff. We're keeping the distance, and
part of it was our insistence on our ESInet being

primarily a fiber optic system, which
enhances their security precautions as well.

Thank you. Sherri, next slide, please.

Adam, tell us a little bit about why

state and local authorities should care about
Next Gen interoperability with military bases

in their region. Sometimes we hear people shy
away from that a little bit or have concerns.

It's kind of, you know, keep the network
separate. You touched on that a little bit,

but what are the, what are the reasons why
that's so important from your perspective,

I think, for any state, or you know
county that has a major base on their,

in their, in their area.

Those, the people who travel on and off
the base are not just military it's not,

it's not separating where those military members
that, you know, may live on the base or some

that don't they live out in the community, you
know, 911 doesn't really respect boundaries.

It's something that needs to be, you don't
need to have any black holes within your

state or your county where you don't know

what's going on with respect to 911. You

don't know if a 911 call happens within
this area. We don't know what's going on.

So just knowing what's going on in your
area to include the military bases is,

is a key, and if that's going to happen, again,
events also don't respect boundaries either. So

even events that happen on base can
quickly come off base, be it a wildfire

or even a law enforcement situation with an
active shooter or something, and vice versa.

Things that occur off base can quickly
move on to the base or impact the base. So

you know this, the military bases are part of our
community even though they are, you know, Federal

land and everything else, they are part of our
community, and the people on there are, you know,

our fellow citizens. So, that is why I think it
needs to be seamless. I know there are a lot of,

there are a lot of rules and stuff in place,
but but as far as 911 goes and getting access

to emergency services. It should be
seamless, and as Andy mentioned earlier.

Every base you go on there, they have an MOU
with the local fire department to assist if

they have a fire on base that the, that the
base fire cannot handle. And they have MOU for,

for law enforcement support and
things like that. Those MOUs exist.

The MOUs for 911 and how people access
those or how they have visibility on

what's going on just outside the fence
line or just inside the fence line,

those are not as common, but those,
but that's a vital part of this.

Thank you: Sherri, next slide.

You know you guys have touched on,
on how this collaboration can exceed,

succeed, especially building relationships.
And Andy, I wanted to know if there is, are any

other things that you found that were
especially vital in making this successful.

So we mentioned communication with, with the,

the authorities on, on base that are responsible
for 911 and expanding that to the technical, the

technical authorities, the response authorities,
etc., so that we build a holistic relationship.

But what has to be remembered is that

bases, military bases, are led
by a military chain of command.

And so we have to expand even further,

Adam in the, and the Garrison commander at
JBLM. They need, they need to talk to one

another. They need to understand what
their, what everybody's going through.

And so we're establishing. Luckily we work for the
Washington State Emergency Management Division,

and they have an outstanding relationship with
the emergency manager overage at JBLM, and 911 is

under that emergency manager, and the same thing
is true for the Navy, not so much at a Fairchild.

But beyond that, bringing the
military installation folks into

our 911 community as a whole is important,
inviting them to attend our conferences,

inviting them to attend our, our collaboration
meetings, being on our committees or

subcommittees, making them a full partner
just like the county folks are a full partner.

And once they feel like they're included.

Then, then they're more willing to be
part of the discussion and part of the

solution. So inclusion is a big piece in
addition to those relationship building.

That's an outstanding point, Andy.

On the next slide, we talk a lot about the process
steps, and um, I wonder if you would like to just

help us understand. Did you know ahead of time
that these were the process steps that you were

going to take, or did, did some of this, just
kind of naturally evolved or are there things

in this grouping that, that you were surprised
at, maybe you said uh-oh we gotta do this. Um,

just kind of elaborate on that, and Sherri,
you can progress to the next slide. Thank you.

Well, I'll take um, I'll take first stab
at this and then pass it over to Andy.

Um yeah, most of those process steps, we
knew that we were going to have to deal with

agreements. We knew that was going to be key
nothing, you know, nothing is true unless it's

written down and signed by six lawyers. But
you know, we knew agreements was going to be

a big part of that. Obviously, communications is
the baseline and kind of foundation for it all.

As Andy mentioned, you know, cybersecurity
that, that's a big one, because

the, the military is very close hold and very

you know security is a big thing for them. But

what they don't understand, I think they, they
grew to understand through the processes. We

are just as concerned about cybersecurity
when it comes to 911 on the outside as well.

So, you know, I think once we started talking
and they started realizing that we take,

take things just as seriously as the
military does when it comes to 911,

I think that helped some of the process.

Funding. That is a key one that
we kind of figured would be

part of the process, but that different
colors of money is a very challenge,

especially when you're dealing with the Feds, but
JBLM and Pierce County have worked that outward.

Pierce County, assist them with some funding. And
so that has worked its way out, but that, that is

a challenging one. And then <inaudible> and I'm
going to pass that one back over to you, Andy.

To Adam mentioned that he was
retired from the military I,

I completed a 33-year career in the
Army, active Army, Army Reserve.

Army National Guard, in 2015, and prior to that,
I spent 20 years as a volunteer firefighter.

So between all of that, I know what they're going
through. I have an idea, I've never taken a call

in a PSAP, but I know what the, what the end
result of all the PSAP actions are, and then the

project communications agreements, all of these
things are all part of being a project manager.

And, for lack of a better descriptor,

that's what I spent 33 years in the Army

doing project management, crisis communications
management, and that was, that was my primary role

continuity of operations planning in the
Army is full of document, document, document.

So none of this was, was odd to me, but
how it fit into how JBLM did business

and how it fits into the Navy and the Air Force at
Fairchild, that is, we're in a learning mode there

because nobody's ever really taken that
that time in the past out at Fairchild and

with the Navy, they're, they're split among
four different counties, and so they have

different relationships with each county, and so
all of that was part of the communications plan.

Now, outage monitoring we, that
is probably the big biggest issue,

overall, that we have with 911 in
general. There are a lot of big issues but

knowing when calls are not coming through, um, is
a problem, and it's a problem on the ingress side,

on the origination side. That's
where the biggest problem is.

We control the ESInet and outages between the, the
originating network and the PSAP network. And so,

as part of this JBLM, the Fairchild points
of contact and the Navy's points of contact

are all part of our communication
plan when it comes to outages.

You, you may have, have heard that there
was a network event in early December here

in Washington, and JBLM and the Navy were both
potentially affected, and so they were invited in

just as a matter of course, right off the
top. They were invited into the bridge so

that they could get situational awareness
from the rest of us in our providers.

The one, the one thing on this list that that
is really still something of a problem is GIS.

For those that, that aren't
aware geographical information

is a key component to Next Generation 911. In
addition, having the geographical information

for Next Generation 911 lends itself to a
problem that happened several years ago,

in, you know, South Eastern State, where a lady
called 911, the adjacent county picked it up,

and they couldn't find her, because
they didn't have those maps.

Having centralized geographical information
is key to allowing the State of Washington

and all the 911 practitioners to have
a statewide single statewide map.

So the Navy, if they have to run off base, they're
not, they're not wondering about where they're

going to get their geographic running routes
from, the same thing with JBLM and Fairchild,

and the key to that is the counties, helping
them pick up that, pick up and submit that

geographical information. And we're going
so far as to including them, again that's a

full partner, with a GIS account, so that
they can upload their geographic information.

And we're prepared for the security
piece too, where we don't want,

you know, we don't want to know that
the general's office is in building one,

you know on, you know on 41st Division
Drive, whatever it is. Right, okay, got it.

Just give us building one and 41st Division
Drive. We don't have to worry about who's in

it to get the call to, to the PSAP.
They can worry about who's in it.

So, working out the geo, geographical information
systems data input. That's a big deal. Test plans,

standard operating procedures,
training, they're all fully included.

Our office here has, has a training facilitation
section, and the military installations get the

same invitations to training that,
that all the other 911 centers get.

Well, I know that there is a lot that we can share
with the audience, we've got a slide on lessons

learned and also to talk about the different tools
in place, but we're running out of time today.

And I would just encourage everyone to really take
a look at Chapter 5. You can find that on 911.gov,

you can put in a search at the
top, there's a little search bar,

and you can put Playbook, and you'll find all
of the different chapters on the Playbook.

But I'd like to just ask Adam and Andy too, what,
what if, what if, what would you like to leave the

audience with today as a call to action. How do,
what's, what's the most important takeaway here.

I think the most important takeaway is get engaged
now, you know, go, go visit the basis that are in

your jurisdictions, start those relationships,
start building those, start building that trust.

And don't worry if, if you don't have a military

background in your work because you don't, you

know, speak the military jargon whatever you know
what it's likely that the, the people in the base

especially the base commander and them, the less
about 911, then you know about the military. So,

you know, don't be worried, don't be
afraid. Just start that engagement early.

And Adam, we just want to remind folks,
looking at the attendee list, we got

a broad section of 911 here. If you're, if you're
a telecommunicator, if you're a technician,

if you're a director, it doesn't matter
what level you are, it doesn't hurt to

become familiar with the 911 organization
on the military installation near you.

Understand who they are, what they do, and then,
the harder one, having not worn a uniform is,

why are they doing it that way. And
take the time to try and figure it out.

I mean, who knows if you're a
telecommunicator at, at an adjacent PSAP,

you're probably already getting
some calls that belong to the base.

Won't try to understand what they need from
you so that you can make the transfer better,

and then you can share with them, so
they can make transfers to you better.

So that's, that's the ask, get engaged early,
don't wait until you're ready to implement your,

your ESInet or your 911 system or whatever,

get engaged early and don't forget your
emergency management and response people because

they might not be as engaged with the military

installation as well. And so, you can create

a holistic relationship between the civilian
governmental community and the military community.

Thank you so much, gentlemen,
for sharing your experience.

Sherri, we'll turn it back over to you.

Thank you, Jackie. And thank you to Adam
and Andy as well. And even though I know

he couldn't be with us today, we appreciate
the information that Jeff provided as well.

Here on the screen, I do have contact information,

and this will be included as part of the
presentation when this is all uploaded to 911.gov.

Since we are pretty close to the
end of our time today, we will;

I'll remind folks that you can enter
your question into the Q&A feature

or raise your hand if you would
like for us to call upon you.

And it does look like that we have someone,

Thomas Russell, who is sharing a link to a great
resource for critical incident stress management

and establishing peer support groups,
so everyone should be able to see that.

We did have a couple of questions that we were
able to answer via the Q&A window without doing

them out loud. And I also had a question that
came in, Adam and Andy, on how you were able to

work with the military because we know that they
have such stringent cybersecurity requirements.

I believe you answered that, but I think
you said that you stressed to them that it

was just as important to you. Do you want to
maybe provide just a little bit more detail?

How did you convince them that it
was equally as important to you?

Well, we cheated, Adam and Adam and I,

and, and my security guy, and my GIS
guy, were all retired military. So,

that would again we cheated, but it's not really
that hard. You, you need to understand, and

there's information out there to get it. You need
to understand the, the military security mindset.

Then you can try and find those touchpoints
and have those conversations with them.

And it's important you don't go in and
say, by God this is how it's going to work

or else, and you don't let them say by
God this is how it's going to work or else

you have to, you have to
facilitate that conversation

so you can both meet in the middle and figure
out how to make it happen better. Anybody's,

anybody's welcome to contact me, and we can talk
through more detailed aspects of it if you'd like.

Great. Thank you so much. And

I want to once again thank all of our
speakers today. We appreciate your time.

This concludes today's webinar. We appreciate
everyone's participation. As a reminder,

an archived version of today's webinar will
be available on 911.gov in the near future.

The next webinar is scheduled
for Tuesday, March 8th,

at Noon Eastern Time. We hope that

you will all be able to join us.

With that, I'd like to thank everyone and
wish you a great rest of your Tuesday.